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Approved For Release 1999/09/07 : CIA-RDP75-00662R000200190023-8

*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Assistant Director for Research and Reports

DATE: 14 February 1952

FROM : Chief, Reports Division, ORR

SUBJECT: Personnel Requirements

1. The purpose of this memorandum is to summarize the current status of D/R's personnel needs and to recommend changes in the authorized T/O to meet the rapidly developing production requirements of ORR.

2. The authorized T/O of D/R is 16, including 2 on regular assignment to the Joint CIA-State External Research Staff. All of these slots are filled or encumbered with the exception of the position of Chief of the Project Initiation and Control Branch (GS-14). Three persons have been engaged or recruited outside the T/O with the approval of the AD/RR. Actually four persons were in this category, but the net additions have been reduced to three with the transfer of 25X1A9a [redacted] to OPC on 1 February. The GS-9 vacancy created by the 25X1A9a transfer of [redacted] also has been filled. It should be noted that 25X1A9a [redacted] a Foreign Service Officer from State, does not encumber a D/R slot and is therefore an addition to the authorized T/O. It is anticipated that he will be recalled within the next 4 or 5 months. The current situation is summarized in Attachment A.

3. On 25 August 1951, in anticipation of the greatly increased production indicated by the adoption of almost 100 research projects, I recommended the expansion of the T/O of D/R to 27 for the current fiscal year and to 33 for fiscal 1953 (see Attachment B). No expansion was formally authorized for fiscal 1952, but instead the 1952 recommendations were adopted for fiscal 1953. Subsequently, authorization was given to recruit a few persons outside the T/O, and this has been done. Upon review, I find the recommendations of 25 August substantially correct if applied only to the ORR production program.

4. The previously recommended T/O did not take into consideration, however, the additional editorial and control responsibilities entailed in handling the projected EIC publications. A statement regarding the extent of this responsibility is being submitted separately as a committee report. At the present time a vacuum exists in the control and coordination of EIC contributions within ORR. The probable volume of EIC work is suggested by the JCS paper, currently under way, which is of such size and presents such complex production problems that it alone will absorb the major part of D/R's potential for a period of several weeks when it reaches the production stage, to the exclusion of regular ORR reports.

5. The need for prompt expansion of the control and editorial staff is amply demonstrated by a brief review of the number of projects under way and the probable timing of their submission to D/R. As of 1 February there were 107 projects of various kinds under way in ORR that had come under the cognizance of D/R. The great majority of these are basic research papers. Of this number, 6 were under review in D/R, consisting of more than 500 pages of text and more than 100 tables.

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Of the remaining 101, 27 were scheduled for completion in 30 days, 18 more in 60 days, and 8 more in 90 days. There were 41 with open or uncertain dates and 6 continuing projects. This does not include certain D/G projects which D/R does not edit.

6. In addition to the volume of material in preparation, a spot check indicated that the publications will be of increasing complexity, including many graphs, illustrations, maps, and tables. These require additional editorial time and conferences with the writers and the graphics personnel.

7. The editorial staff of ORR currently attempting to handle the task delineated here consists of the following:

25X1A9a	[REDACTED]	GS-14, Chief
25X1A9	[REDACTED]	F.S.O. (on temporary duty)
25X1A9a	[REDACTED]	GS-13
25X1A9a	[REDACTED]	GS-12
25X1A9a	[REDACTED]	GS-7
25X1A9a	[REDACTED]	GS-7

Three of the above are actually still in a training status. One GS-11 is on order for full-time editing, and one GS-13, on order for External Research, can be assigned to part-time editing. Since no editorial personnel are included in the T/O's of the producing divisions, the D/R staff approximates the total ORR editorial capability.

The project control activity is handled by the full-time efforts of one GS-12 and by half of the time of a GS-9.

8. In order to meet the rapidly increasing work load facing D/R, as described above, it is recommended that the following steps be authorized for the remainder of this fiscal year:

a. Project Initiation and Control Branch.

Immediate appointment of a person of high caliber, preferably an economist, from within the agency to the position of chief of this branch (GS-14). If such an appointment cannot be made on a permanent basis, a temporary appointment should be made pending the employment of a permanent incumbent.

25X1A9a transfer of [REDACTED] from her position as Assistant to the Chief (GS-9) to this branch as an Assistant Intelligence Control Officer (GS-11).

25X1A9a Establishment of the position of [REDACTED] currently a GS-12 slot, as a GS-13, Intelligence Control Officer.

Addition of two slots as follows:

25X1A9a some of [REDACTED] GS-7 Intelligence Control Assistant. This person would assume present duties in connection with project control and would set up and supervise the procedures for the control of EIC papers as set forth in a separate committee memorandum.

GS-5 Secretary-Typist.

b. External Research Branch.

Addition of two slots as follows: 25X1A9a

GS-13 External Research Officer [REDACTED] (on order)

GS-5 Clerk-Stenographer.

c. Review and Publications Branch.

Addition of the following to the current T/O for immediate recruitment or, if possible, assignment from within CIA:

Editor and Consultant for EIC publications (GS-13-14)	1*
Reports Review Officer (GS-13)	3*
Editor (GS-11)	1**
Editorial Clerk (GS-6)	1
Clerk-Typist (GS-4) 25X1A9a	1

\* Including two [REDACTED] already on board.  
25X1A9a\*\* For [REDACTED] -- to free GS-12 slot.

This would make possible the recruitment for the current year of three additional review and editorial personnel, one editorial clerk, and one clerk-typist for this branch.

9. Attachment C summarizes the revised 1952 T/O that would result from the above additions together with those currently assigned outside the T/O. A revised estimate of 1953 requirements is also provided. It will be noted that the total estimate for 1952 remains at 27, which is 9 more than the number currently on board or on order (excluding [REDACTED]). The 1953 estimate is 25X1A9a increased by two and exceeds the tentative 1953 authorization by eight.

10. Consideration has been given to the need for adding a position of Deputy Chief, D/R, but no recommendation is made at this time pending the solution of the

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more pressing problems reviewed above. The transfer of the position of Assistant to the Chief to the Project Initiation and Control Branch is dictated by the needs of that branch and the nature of the functions currently being performed by the incumbent. It is not to be construed as an indication that support is not needed in the Chief's office. On the contrary, the pressure on the Chief is considerable and increasing. However, it is believed desirable to consider this problem again after a larger number of requested slots have been filled. Consideration should also be given at that time to the desirability of including a deputy slot in the T/O of the Review and Publications Branch.

11. A separate memorandum has been submitted relative to the probable effects of a personnel freeze. Inasmuch as D/R has not been adequately staffed even for the program currently under way, a freeze would not change materially the requirements presented in this memorandum.

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Attachments:

- A. Personnel on Board in Authorized T/O, 7 February 1952
- B. Proposed Table of Organization, 25 August 1951
- C. Proposed Table of Organization, 14 February 1952

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ATTACHMENT A

REPORTS DIVISION, ORR

7 February 1952

Personnel on Board in Authorized T/O

<u>Grade</u>	<u>Title</u>	<u>Incumbent</u>	<u>Grade</u>
	<u>Office of the Chief:</u>	25X1A9a	
GS-15	Chief		GS-14
GS-9	Assistant to the Chief		GS-9
GS-5	Administrative Clerk		GS-5
GS-5	Secretary-Typist		GS-4
	<u>Project Initiation and Control Branch:</u>		
GS-14	Chief		
GS-12	Intelligence Control Officer		GS-12
	<u>Review and Publications Branch:</u>		
GS-14	Chief		GS-14
GS-12	Reports Review Officer		GS-11
GS-9	Junior Editor		GS-7
GS-7	Editorial Assistant		GS-7
GS-4	Clerk-Typist		GS-4
GS-4	Clerk-Typist		GS-4
	<u>External Research Branch:</u>		
GS-13	External Research Coordinator		GS-13
GS-4	Clerk-Typist		GS-3
GS-14	Intelligence Research Officer (CIA-State Joint ERS)		GS-14
GS-5	Secretary (CIA-State Joint ERS)		GS-5

Additional Personnel on Board

Reports Review Officer	25X1A9a		FSO-3
Reports Review Officer			GS-13
Reports Review Officer			GS-12

Personnel on Order

External Research Officer	25X1A9a		GS-13
Editor			GS-11

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25 August 1951

REPORTS DIVISION, ORR

Proposed Table of Organization

<u>Office of the Chief:</u>	<u>Present</u>	<u>1952</u>	<u>1953</u>
GS-15 Chief	1	1	1
GS-9 Assistant to the Chief	1	1	1
(GS-7 Administrative Assistant	0	0	1
(GS-5 Administrative Clerk	1	1	0
GS-5 Secretary-Typist	(1)*	1	1
<u>Project Initiation and Control Branch:</u>			
GS-14 Chief	(1)*	1	1
(GS-13 Intelligence Control Officer	0	1	1
(GS-12 Intelligence Control Officer	1	0	0
GS-11 Assistant Intelligence Control Officer	0	1	1
GS-4 Clerk-Typist	0	1	1
<u>Review and Publications Branch:</u>			
GS-14 Chief	1	1	1
GS-13 Reports Review Officers Including 1 with statistical training and 1 (or the same person) with specialized training in graphic presentation.	0	2	3
GS-12 Reports Review Officers	1	1	2
GS-11 Editors	0	1	2
GS-9 Junior Editors	1	1	2
GS-7 Editorial Assistants	1	2	2
GS-5 Clerk-Stenographer	0	1	1
GS-5 Clerk-Typist-Special	0	1	1
GS-4 Clerk-Typist	2	2	2
GS-3 Clerk-Typist	0	1	1
<u>External Research Branch:</u>			
GS-14 Chief	0	1	1
(GS-14 External Research Coordinator	0	1	1
(GS-13 External Research Coordinator	1	0	0
GS-13 Intelligence Research Officer	0	0	1
GS-11 Intelligence Research Officer	0	1	1
GS-5 Clerk-Stenographer	0	0	1
GS-4 Clerk-Typist	(1)*	1	1
GS-14 Intelligence Research Officer (CIA-State Joint ERS)	1	1	1
GS-5 Secretary (CIA-State Joint ERS)	1	1	1
Total	16	27	33

\* Vacant

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TO : Assistant Director for Research and Reports      DATE: 14 February 1952

FROM : Chairman, Committee on EIC and ONE Support

SUBJECT: Report and Recommendations

1. With your approval, an ad hoc committee on EIC and ONE support was established consisting of Messrs. [REDACTED] and [REDACTED]. This committee has considered in some detail the many problems involved in the efficient handling and coordination of projects within ORR involving the EIC and ONE.

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2. The basic problems considered by the committee were the following:

A. EIC Support.

- a. Initiation of projects in the Economic Intelligence Committee.
- b. The assignment of production responsibilities.
- c. The initiation of EIC projects in ORR.
- d. The control of production in ORR.
- e. The establishment of uniform procedures for circulation of working papers.
- f. The establishment and maintenance of central files and records.
- g. The format, editing, reproduction, and distribution of papers at various stages of production.
- h. The publication of EIC papers.
- i. EIC Status Report.

B. ONE Support.

- a. ORR - ONE Liaison.
- b. Allocation of responsibility within ORR for implementing ONE requests.
- c. Coordination of research.
- d. Coordination of production.

C. Personnel Requirements.

3. The Committee was in general agreement that a vacuum exists at the present time in the coordination of EIC production within ORR and that a more efficient method for handling ONE support is indicated. The attachments summarize the Committee's proposals. It is recommended that the substance of these proposals, if approved, be published as an office regulation and/or be incorporated in a general operating procedure covering all aspects of project initiation and control within ORR.

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4. There is no provision in the current D/R T/O (including the few slots authorized outside the T/O) for the processing of EIC papers in preparation in ORR nor does this T/O cover the editorial and publication responsibilities delegated to D/R recently by the EIC. The magnitude of the additional services contemplated by this committee and by the assumption of EIC publication responsibilities is such that immediate expansion of the T/O and the assignment of additional personnel are urgently indicated. It is believed that these responsibilities cannot be assumed by D/R and carried on simultaneously with its present mission without seriously impairing its effectiveness and delaying the progress of the ORR research program. In particular, there is needed the prompt appointment of a person of high caliber to head the Project Initiation and Control Branch of D/R. Additional editorial personnel will also be needed.

5. The Chief, D/R, will submit separately a detailed estimate of his personnel needs.

6. The review of ONE liaison indicates the need for making additional provision for this responsibility in the Office of the AD/RR.

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Attachments:

- A. EIC Projects
- B. ONE Projects

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ATTACHMENT A

EIC PROJECTS

1. Initiation of Projects in the Economic Intelligence Committee.

When a project is formally approved in the EIC, the Executive Secretary will immediately inform D/R, giving the origin, terms of reference, allocation of production responsibilities, specific working group membership, tentative deadlines, and other pertinent information. A member of D/R will serve ex-officio with each working group, attending such meetings as are necessary.

2. Assignment of Production Responsibilities.

*in connection with*  
*RR*  
*RR*  
The working group is responsible for outlining and scheduling the project including the tentative allocation of responsibility for production to the various participating agencies including ORR. The working group chairman will consult with the AD/RR or his representative and with the Chief, Project Initiation and Control Branch, D/R, in advance of the initial working group meeting and will keep in close touch with them throughout the production of the paper. All suggested ORR deadlines and production responsibilities will insofar as possible be subject to review and confirmation by the ORR Project Initiation Board except as the AD/RR may otherwise direct.

3. Initiation of Project in ORR.

D/R will schedule such meetings of the Project Initiation Board as may be necessary to consider ORR's responsibilities in connection with the project and the Board will make the necessary assignments in ORR and fix ORR production deadlines. In advance of the first meeting, D/R will distribute the terms of reference with an indication of the sections that have been tentatively assigned to ORR. When approved and given a priority by the Project Initiation Board, the project will become part of the ORR production program. With the approval of the AD/RR, D/R may allocate production responsibilities of limited scope without reference to the PIB where a meeting of the Board may not be necessary or feasible.

4. Production Control.

D/R will implement the decisions of the PIB, will issue Project Initiation Memoranda and other necessary instructions, and will be the central point for the receipt and transmission of all papers and correspondence related to each project. D/R will establish and maintain a file and the necessary controls for this purpose. D/R will be responsible for a continuing assessment of the

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progress of the various segments of the project in consultation with the ORR working group member, for expediting the flow of documents and for keeping all of the ORR participants advised of the assignment and revision of priorities, deadlines, etc. It will also be D/R's responsibility to maintain an expeditious system for circulating documents consistent with the requirements of OCD and applicable security regulations. It will be the responsibility of the working group to keep D/R continually advised on the distribution schedule and on any changes in working group membership, completion dates, etc. D/R will receive an information copy of all incoming and outgoing documents related to each project.

5. Preparation of Working and Sector Papers and Summaries.

The working group will be responsible for checking the working papers and preparing the summaries. D/R will assign the format. D/R will also give editorial assistance, wherever possible, to ORR divisions in the preparation of their contributions. The latter will be reproduced in the ORR divisions. D/R will be responsible for the final editing and reproduction of the summaries, subject to approval by the working group, and for their distribution together with such supporting materials as may be selected.

6. Publication of EIC Papers.

If the summary and sector papers are to be published under the auspices of the EIC, D/R will be responsible, subject to EIC approval, for the format, for editing, and for publication. D/R will be consulted before any commitments are made relative to final publication dates. Close liaison will be maintained between D/R and the Executive Secretary of the EIC on matters involving EIC publications.

7. EIC Status Report.

A periodic status report of EIC projects will be prepared by the Executive Secretary for the information of the members of the EIC and the ORR Project Initiation Board.

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ATTACHMENT B

ONE PROJECTS

1. ONE projects which are referred to the EIC for production will be handled in accordance with procedures set forth in Attachment A.

2. ONE projects which involve either direct ORR support or indirect ORR support through another agency such as State, for example, will be handled as follows:

- a. Responsibility for initial ONE - ORR liaison will reside in the Office of the Assistant Director.
- b. The assignment of production responsibilities in ORR will be handled through the Project Initiation and Control Branch of D/R which, when required, will act through the Project Initiation Board, of which the ONE-ORR Liaison Officer will be an ex-officio member. In exceptional cases requiring urgent procedures the Liaison Officer may, with the approval of AD/RR, take such preliminary steps for initiating production in ORR as may be necessary. He will keep D/R informed.
- c. Wherever possible, deadlines for delivery of papers to ONE will be established only after consultation with D/R and/or the ORR Project Initiation Board. Exceptions will be subject to the approval of the AD/RR.
- d. During the period that a paper is in production D/R may maintain such contacts with ONE as may be necessary for carrying out its responsibilities. The monitoring of deadlines will be handled by D/R. Such contacts between ONE and the producing divisions of ORR as may be necessary for development of research, clarification of terms of reference, and consultative support of ONE may be arranged directly through the Liaison Officer.
- e. A copy of the Terms of Reference of all ONE projects in which ORR participates will be filed in D/R. D/R will also maintain a file of finished ONE documents for general ORR reference.
- f. The Project Initiation and Control Branch of D/R will maintain a control list of all ONE projects involving ORR support. The persons responsible for ONE liaison in the OAD will keep this Branch continually informed of the status of all ONE projects entailing ORR production.

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- g. The review and editing of contributions to OHE will be handled by the Reports Division in consultation with the OPR task group, division, or individual assigned primary responsibility for the production of the paper.